

Confidential Memorandum

Control Number 1/30

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Nov 29, 1998

version 5

**YourDoctor.com**

30 copies made of  
that version.

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**Exhibit**

# YourDoctor.com

**Its Your Health -- Take Control**

T. Gail Norman, M.D. 3000 E. Fletcher Ave Tampa, FL 33612 <a href="http://www.YourFamilyDoctor.com/GailNormanMD/">www.YourFamilyDoctor.com/GailNormanMD/</a>	Appointments (813) 971-1079 Fax (813) 971-6899
For _____ Date _____	
Learn more about your disease and the latest treatment options from the only Internet site written by doctors for patients	
<input type="checkbox"/> Breast Disease <input type="checkbox"/> Birth Control <input type="checkbox"/> Cholesterol <input type="checkbox"/> Pap Smears <input type="checkbox"/> High Blood Pressure <input type="checkbox"/> Obesity <input type="checkbox"/> Diabetes <input type="checkbox"/> Headaches <input type="checkbox"/> Menopause <input type="checkbox"/> Gallstones <input type="checkbox"/> Depression <input type="checkbox"/> _____	
<a href="http://www.YourDoctor.com">www.YourDoctor.com</a>	
Take charge of your health through physician-sponsored education	

**"The number one prescribed healthcare Internet site"**

*The Internet Health Content & Navigation Portal Written By Doctors For Patients*

Version 5 November 29, 1998

- Using superior content to build the most recognized/used healthcare Web site (brand recognition) for patients;
- Developing the trust of doctors; allowing them to participate in our growth;
- Using the developed trust of doctors and patients to establish barriers to entry;
- Using our position with the patients to drive our economic model and gain revenues from the pharmaceutical, device, hospital, CRO and reimbursement industries;
- Capturing economic gains through advertising, sponsorships, referrals, ClinQuest (our proprietary clinical trial enrollment database), and e-commerce.

We believe that Healthcare may be the grand-prize of the Internet in that the Company that establishes itself as the principle Healthcare Internet Site:

- Will be able to influence the largest single segment of the U.S. economy – one in every 7.75 dollars spent;
- Will be a great influence from an educational as well as economic standpoint;
- Will be able to provide access to huge numbers of patients (viewers) to thousands of companies, doctors and medical institutions.

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# 1. The Market Opportunity .

## 1.1 Current Problems in Healthcare Delivery.

The founders of the Company and their families have been part of the healthcare delivery system for many years and understand the contemporary and pressing issues facing both the patient and the doctor. Patients are becoming increasingly frustrated. They feel that they have lost control of their own healthcare process. They resent not receiving enough of their doctor's time. They see their choices of therapy as ever more limited. They cannot readily gain access to their physician or specialist of choice. They cannot gain information about drugs in clinical development and even when they do they are frustrated in their efforts to participate in such trials. Most importantly, as medicine becomes increasingly complex, patients feel they do not have the knowledge necessary to navigate the healthcare system or to make informed decisions which may have dramatic effects on their lives. Bottom line -- they want back a sense of control over their healthcare outcomes.

Doctors on the other hand, are increasingly frustrated with their jobs and feel they are losing control of patient care. Decreasing reimbursements and increased bureaucracy necessitate that they spend less time with individual patients. Without exception, doctors within all specialties are looking for ways to provide meaningful service in a highly constrained environment. Doctors are urgently in need of a more efficient and positive way to communicate with and educate patients about their condition and possible courses of therapy.

## 1.2 The Internet Opportunity - A Case of Unmet Need.

There are an estimated 15,000 healthcare related websites, but none address the most basic needs and wants of the consumer as a patient, a parent of a patient, or a relative of a patient. Most patients simply want to know the answer to six straightforward (not necessarily simple) questions:

1. What illness or disease do I have and how is it diagnosed?
2. What are the consequences of my disease / illness?
3. What are the standard treatments and services?
4. What are the latest treatments, drugs, technologies and clinical studies?
5. Which doctors in my area can best provide an individualized treatment program?
6. How and where do I access specific products, drugs, devices and services?

Importantly, these questions need to be answered in an understandable and accessible format. Patients cannot be expected to surf around a site to find the answers to these questions in a haphazard manner. They must be able to follow the progression of a disease from diagnosis, through work-up, and then into therapy and follow-up. The most common comments we get from patients visiting our current Web sites is that the information "makes sense" and that the information is easy to follow. We believe that the educational process must follow the typical progression of each disease from beginning to end. The Company has developed a mechanism to put disease processes into an understandable and easy to understand flow chart which helps the patient understand where they are in their disease process in addition to helping them access the appropriate information within the site.

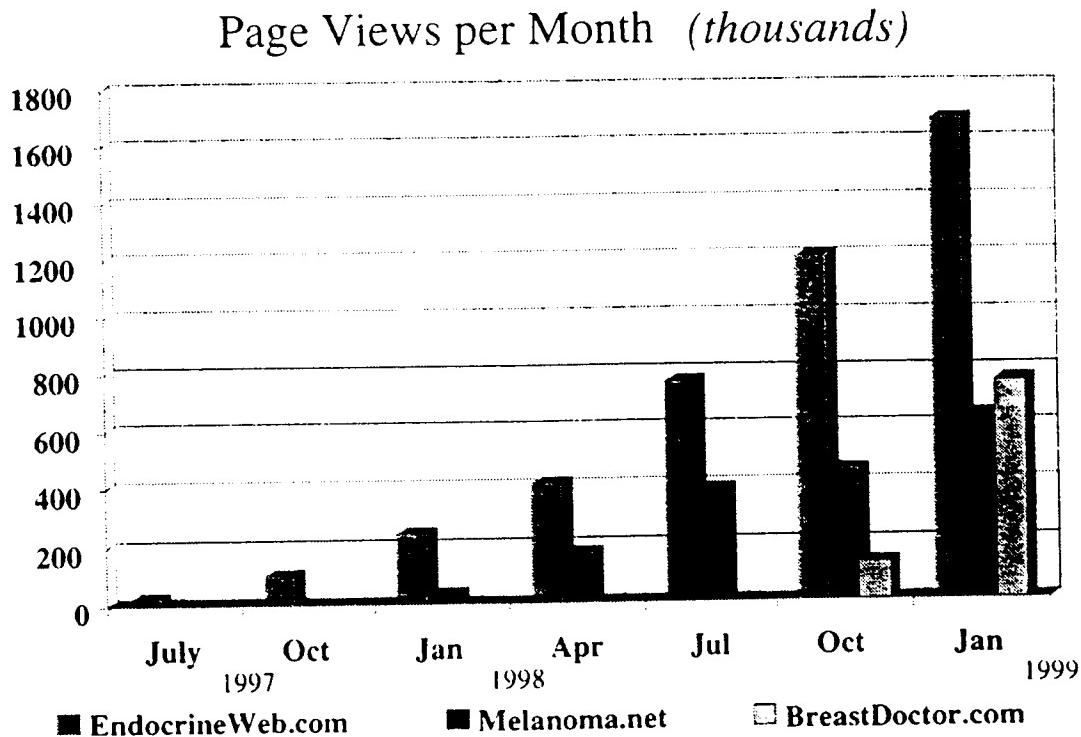
What these patients don't want or need is a daily entertainment site. Unlike the sports junkie who logs into *Sportsline.com* on a daily basis, our target customers are not interested in

The result is that these materials exclude nearly 30 percent of the drugs currently prescribed for cancer, diagnostic tests as routine as prostate-specific antigen (PSA), and each of the 3 newest and most minimally invasive breast biopsy and surgery techniques used today.

#### 1.4 The “YourDoctor” Approach.

The founders and medical advisors of *YourDoctor.com* have been at the forefront of healthcare discovery and publication for years. They are the specialists we all want to see and have treat us. They understand the process of medical advancement. And, just as important, since they are part of this health care discovery, research, and publication process, the staff of *YourDoctor.com* will continue to have access to the most current health information for inclusion on its sites. By obtaining medical information from its source—the practicing (university-based) physician and the research scientist—the Company’s medical content will be practical and state of the art. Patients will have access to information as simple or complex as they choose, including all current drug and device clinical trials and specialty physician listings. The Company has already established an Editorial Board of more than 26 of America’s top practicing physicians and will continue to fill out this Editorial Board as additional disease sites come on-line.

Even with a limited offering of three sites, the Company has witnessed considerable growth in page views and unique visitors.



The Founders have personally witnessed the frustration of patients who enter their office with stacks of printouts from sites which have given them a second grade anatomy lesson in one hand, and complex, incomprehensible statistical analysis from the National Institutes of Health (NIH) in the other. We have also seen first hand the frustrations of physicians who have to spend more time *re*-educating than actually treating their patients, because of the confusing information their patients have retrieved on-line.

YourDoctor.com is the only site designed by doctors for patients. It understands the needs and frustrations of both the doctor and the patient and its driving goal is to facilitate and support the doctor-patient relationship. YourDoctor.com does not attempt to end-run the irreplaceable face-to-face office visit. Instead, it intends to become a key link and ally in this pivotal relationship. By establishing itself as the website of doctors, YourDoctor.com encourages practicing physicians to prescribe a visit to YourDoctor.com, just as they would any other therapeutic product or service. Doctors are looking for, and we will give them, a site to which they can faithfully assign the primary responsibility of patient education.

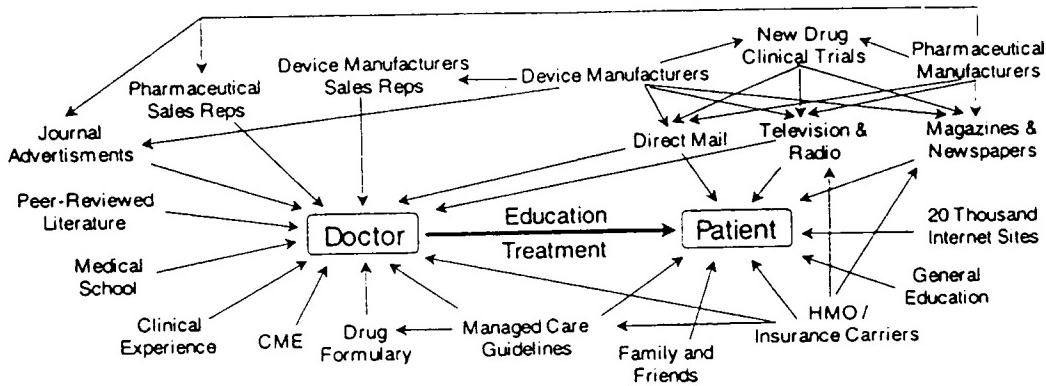
The YourDoctor family of disease centers provide content that is understandable, easy to navigate, detailed, illustrated, unbiased and free to the viewer. Each site is laid out in a fashion that permits the patient to navigate the course from diagnosis to treatment, explaining the terms and concepts involved in each step, providing detailed information about the choices to be made and giving the patient the knowledge they need to have a far more productive interaction with their doctor. The choices detailed by YourDoctor include not only treatment alternatives, but choices among diagnostic equipment and procedures, the risks and benefits of specific drug or treatment alternatives, and a selection of specialists relevant to their physical location. At the same time, this site layout permits YourDoctor to introduce the commercial players. Hospitals are given an opportunity to showcase their latest technological acquisitions. Pharmaceutical companies can sponsor a discussion of their latest drug. Specialists are encouraged to sign up to indicate their geographic availability. Near-term additions include providing the patient access to clinical trials and the biotech or pharmaceutical company conducting the trial with access to patients.

In its fully realized form, this site can have a dramatic impact on healthcare delivery. Ultimately, healthcare still revolves around the doctor-patient relationship. By becoming an integral part of this core process, YourDoctor is uniquely positioned to tap into literally all aspects of healthcare and its resultant revenue streams. Each interaction, from the doctor to the medical device company, from the patient to the CRO, from the HMO to the pharmaceutical company, from the drugstore to the patient, is an entry point for the Company's web-based services.

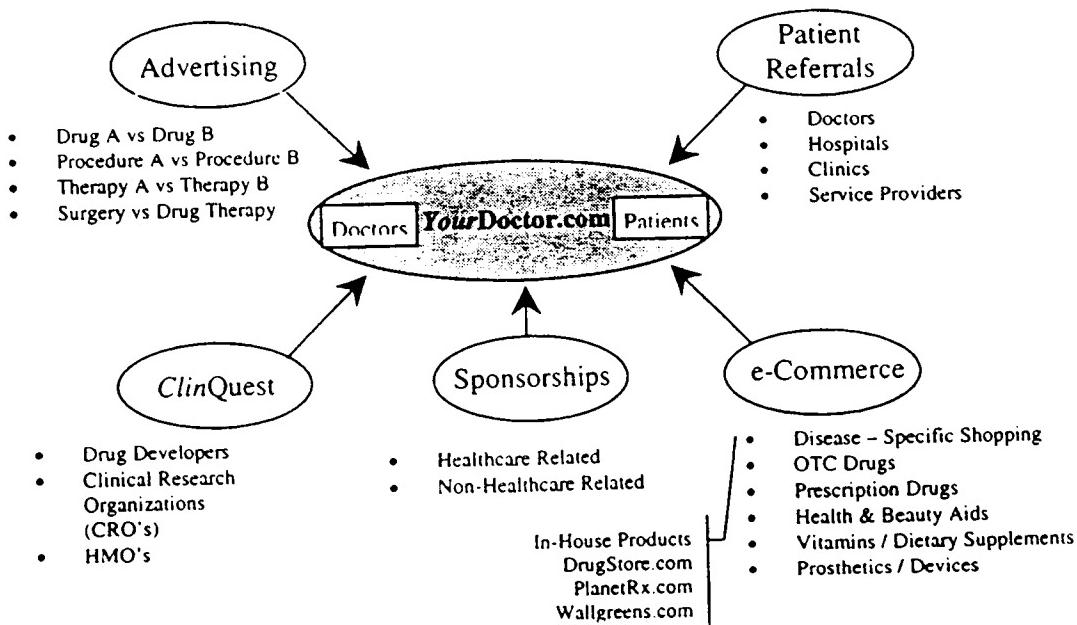
A lesson gained from Internet companies with high valuations and market shares (e.g., Yahoo, Amazon, eBay), is that the consumer wants to remember one site and only one site for all of their (healthcare) needs. By focusing on the YourDoctor branding and tying it to disease specific named subsites, we build brand recognition and loyalty. The urge to return to our site occurs with each new symptom or diagnosis, with progression of disease or changes in prognosis, or prior to any procedure or therapeutic intervention. It includes a desire for information on diseases that their relatives or neighbors may have. It includes products, services, medical equipment, doctor referrals or new treatments associated with that particular disease, then and there, quickly within the specific disease site with limited "clicking" and "nesting". The site logic must look the same from disease to disease to encourage these many return visits. Importantly, all diseases, new treatments, and relevant services, etc. have to be located in one comprehensive "umbrella" site with an appropriate, easy to remember name.

### 1.5 Changing the Healthcare Service Provider and Doctor-Patient Relationship.

The doctor-patient relationship has become increasingly complex. Too many players are trying to influence the healthcare delivery system; overstressing the doctor and patient resulting in the contemporary issues noted above. The current situation is a confusing morass of interactions and information flow:



A website in tune with the needs of doctors and patients can, in fact, streamline the entire healthcare information delivery process. By its very nature, the web provides a data repository, it also provides an access channel to information flow, and it can provide a "synthetic community" in which all components of the healthcare industry are connected and integrated. *YourDoctor.com* provides a unique opportunity to rearrange these relationships and the flow of information:



**YourDoctor.com addresses these needs as follows:** (i) it provides a single point of access to specific, up-to-date and accurate information; (ii) it provides the doctor with a referral stream of well educated, prepared and appropriately directed patients; (iii) it provides the patients with instant access to the "right" doctor or specialist; (iv) it provides the pharmaceutical company with (A) access to disease specific groups of patients for clinical trials or for commercial drug/device usage; and (B) a unique advertising channel made up not of just people but of patients who specifically need their targeted drug/device or service; (v) it provides HMOs with a information channel for their customers and access to clinical trials that can save patient costs; (vi) it provides the biotech industry (and CRO's) with a unique new way of enrolling patients in clinical trials; and (vii) it gives the patients what they really want – the answers to their six questions.

## **2. The Business Model.**

We two hundred and sixty million Americans visit our doctors nearly 1.6 billion times a year.<sup>1</sup> This staggering amount of "doctor views" translates into nearly 130 million "individual patient" users of doctor services per month.<sup>2</sup> The driving goal of YourDoctor.com is to have a significant portion of these patients precede and follow their doctor views by numerous and long visits to the Company's flagship website: YourDoctor.com.

The Company's strategy is to:

1. Use superior content to build the most recognized / used healthcare Web site (brand recognition).
2. Develop the trust of doctors, allowing them to participate in our growth.
3. Use the developed trust of doctors and patients to establish barriers to entry.
4. Use our position with the patients to drive our economic model.
5. Capture economic gains in 5 distinct categories: (a) advertising, (b) doctor/hospital/clinic referrals, (c) patient referrals into clinical trials (*ClinQuest*) (d) e-commerce and (e) disease-site Sponsorships.

By affiliating our content and direction with the doctors, the Company is able to avoid being seen as a captive (i.e. the HMO affiliated sites), as a repackager of printed information (i.e. the healthcare magazine affiliated sites), and instead has the unique ability to become the Internet healthcare standard. Other physician-backed sites might attempt to compete, however, we will have the advantage of two years of experience, a branded, recognizable family of names, and, most importantly, an initial following of patients and doctors. If YourDoctor.com accomplishes only a small portion of its goal, the Company can be reasonably expected to surpass the estimated market capitalization of the top Internet healthcare product and services companies in the U.S. market, and become one of the largest Internet businesses generally.

Ironically, while the healthcare industry consumes 13.8% of the U.S. gross domestic product,<sup>3</sup> and more than eight billion dollars is spent annually on healthcare and medical advertising, not one Internet healthcare company has generated significant revenues, profits or a

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<sup>1</sup> Source: US Census Bureau, page 122.

<sup>2</sup> 260 million Americans visit their doctors on average once every two months. That means that 130 million individual Americans visit their doctors every month. Source: US Census Bureau, page 122.

<sup>3</sup> Source: US Census Bureau. [www.census.gov/prod/1/gen/95statab-health.pdf](http://www.census.gov/prod/1/gen/95statab-health.pdf), 1993 figures, page 109.

noteworthy public market capitalization. In fact, to date only \$12.3 million (0.15%) is being spent online by the pharmaceutical and healthcare industry.<sup>4</sup>

Nonetheless, "of the estimated 17 million people who went online to obtain health and medical information in 1997, 15 million made purchases after getting the information -- 8 million of these made offline purchases and 7 million completed their transactions online."<sup>5</sup>

Overall, pharmaceutical companies are stepping up their levels of expenditure in direct to consumer marketing. In a recent report from Jupiter Communications,<sup>6</sup> the U.S. Pharmaceutical industry expenditure for direct to consumer advertising is expected to exceed 3.3 billion by 2002. This growth is expected to further accelerate as the industry begins to make use of the Internet's unique ability to directly address their customer base. "The Internet offers drug companies a much more effective way to reach niche consumer markets at much lower cost, utilizing online communities or affinity group marketing. Nine percent of HealthMed Retrievers -- those that actively seek health and medical information online -- have stated that their brand opinions have changed as a result of collecting online information." id.

If the Company can achieve its goal of becoming the healthcare site of choice, then most other objectives become far more attainable. Advertising revenues from pharmaceutical, medical device and health-service organizations should be significant. Companies looking to fill their clinical trials will be natural customers for patient referral sources. Doctors not already on the system will find it harder to garner top referrals making a subscription to *YourDoctor* almost mandatory. In fact, it would not be a significant leap for *YourDoctor*, Inc. to move into the Clinical Research Organization (CRO) business given its access to patients, physicians and pharmaceutical/biotechnology companies.

The Company's initial marketing efforts have included the distribution of business cards for its existing web sites and the listing of those sites on cards distributed by

T. Gail Norman, M.D. 3000 E. Fletcher Ave. Tampa, FL 33612 <a href="http://www.YourFamilyDoctor.com/GailNormanMD/">www.YourFamilyDoctor.com/GailNormanMD/</a>	Appointments (813) 971-1079 Fax (813) 971-8899
For _____ Date _____	
Learn more about your disease and the latest treatment options from the only Internet site written by doctors for patients.	
<input type="checkbox"/> Breast Disease <input type="checkbox"/> Birth Control <input type="checkbox"/> Cholesterol <input type="checkbox"/> Pap Smears <input type="checkbox"/> High Blood Pressure <input type="checkbox"/> Obesity <input type="checkbox"/> Diabetes <input type="checkbox"/> Headaches <input type="checkbox"/> Menopause <input type="checkbox"/> Gallstones <input type="checkbox"/> Depression <input type="checkbox"/> _____	
<a href="http://www.YourDoctor.com">www.YourDoctor.com</a>	
Take charge of your health through physician-sponsored education	

pharmaceutical company detail sales forces to physician offices. Importantly, the device and pharmaceutical reps have been happy to do this at no cost to the Company since they feel they are finally handing out something "worthwhile" instead of pens and pads of sticky notes. Furthermore, the sponsoring companies have paid all production costs of over 4,000,000 cards to date.

<sup>4</sup> Source: Jupiter Communications, Toward Health Portals, October 1998, Pages 19 & 21.

<sup>5</sup> Source: Cyber Dialogue: The HealthCare Industry in Transition--The Online Model for Change

<sup>6</sup> Source: Jupiter Communications, Toward Health Portals, October 1998

Physicians have been very receptive to this approach and have been happy to hand out our cards. In keeping with our theme of "doctors prescribing a visit to our site, the Company has initiated the printing of prescription pads for physicians to hand out to patients.

As the Company initiates the development of further Disease Centers, it is cognizant of the incidence rates of various diseases and the number of potential patients these disease states represent. Among the Disease Centers that provide near term opportunities are: Cancer, Alzheimer's, Pregnancy, Heart Disease, Diabetes, Arthritis, Stroke, Prostate, Obesity and Depression. These same disease categories form ideal revenue sources for the Company's clinical trial product--*ClinQuest*.

### **3. The Existing Sites:**

#### **3.1 EndocrineWeb.com**

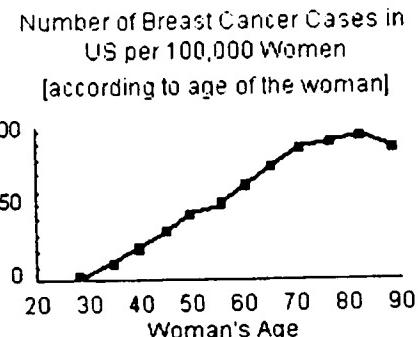
EndocrineWeb.com is the largest website for Thyroid, Parathyroid, Adrenal, and Pancreas disorders, including Diabetes and Osteoporosis. The information is intended for the education of patients and their families. Today, EndocrineWeb.com, a site which was recently recognized by Time Magazine, USA Today, and at Intel's Internet Healthcare conference as one of the top healthcare information sites, gets more than 90,000 unique visitors and 1,550,000 page views per month, with more than 500 requests for a physician referral EACH DAY.

Recently, US Surgical Corporation contracted with EndocrineWeb.com to advertise its probe for one year. USSC committed \$100,000 for this advertising and suggested that all 46 of its sister companies (owned by Tyco Healthcare Inc) would have a similar interest in such highly focused advertising opportunities. Given the high stakes in the probe market alone, it is believed that \$100,000 a year is the minimum that could be received from USSC or a competitor.

EndocrineWeb.com also features and is sponsored by several pharmaceutical companies including Jones Pharma (NASDAQ JMED) and Mission Pharmaceutical, the makers of Citrical, a calcium supplement. EndocrineWeb.com is presently negotiating with Mission to sell Citrical via e-commerce.

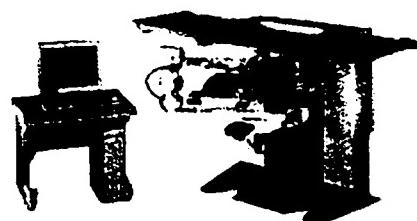
#### **3.2 BreastDoctor.com**

Breast Doctor.com is the largest breast disease web site in existence with over 200 illustrated pages the day it went online. It was designed as an educational tool for breast cancer patients and their families. This site is written, edited, and maintained by a group of physicians who specialize in breast cancer offering the latest in breast cancer research while aiming to present it in easy-to-understand language. Physicians who specialize in breast cancer care or are have received special training in the surgical treatment of breast cancer are listed so that patients can find specialists close to their hometowns. This is a dynamic site with new information, illustrations, video, and topics added weekly.



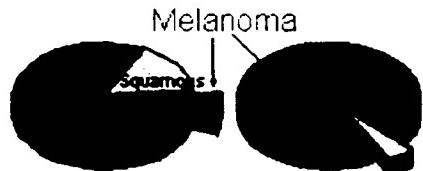
Breast cancer is the most common cancer in women, and one in 8 American women will develop breast cancer in their lifetime (more than 200,000 annually in the US!). As can be seen from the graph, this number is expected to increase significantly as the American population ages. Just as important, approximately 90 percent of ALL WOMEN will undergo at least one breast biopsy in their lifetime to rule-out breast cancer (the average woman has 2.8 breast biopsies in her lifetime). Each of these women takes this disease and their surgical procedures very seriously and are likely to be visitors to BreastDoctor.com multiple times during their life. Breast cancer must be followed throughout a patient's lifetime and most will be taking medications for the rest of their life to decrease the likelihood of recurrence. The chronicity of breast cancer (like nearly all cancers) makes subscriptions to the Company's supporting products such as Med-Hot Alert and E-Dispatch very probable.

There are over 4,000,000 breast biopsies performed annually in America. US Surgical Corp and Ethicon (a division of Johnson and Johnson) have both developed a minimally invasive breast biopsy system which removes a small core of tissue in a much smaller but more accurate surgical procedure. These companies are selling their products slowly, however, because the table required (shown here) costs a hospital or clinic \$275,000. Moreover, the disposable pieces which actually do the cutting and tissue removal costs approximately \$450 per patient (\$18 billion in annual revenue from disposable products). US Surgical has become a corporate sponsor of BreastDoctor.com because of the results they achieved by promoting their Navigator probe on EndocrineWeb.com. US Surgical reasonably expects BreastDoctor.com to educate women about the benefits of the new procedure who will in turn demand the new procedure from their doctors, HMO's, and hospitals. Providing this form of push-pull marketing for these corporations, YourDoctor.com will be positioned to demand large "advertising" fees.



USSC's ABBI Breast Biopsy System

### 3.3 Melanoma.net



Melanoma is the least common type of skin cancer (shown on left), but causes the most skin cancer deaths (shown on right)

Melanoma patients are some of the most expensive cancer patients to take care of because of the very aggressive treatments necessary to attempt a cure. Additionally, since there are no very good treatments (mortality still unacceptably high) there are always at least 25 ongoing clinical trials for melanoma patients. Yet less than 10% of melanoma patients are enrolled into such a trial because they and their doctor are not aware that such trials exist (a perfect match for ClinQuest).

**Melanoma.Net** is a very large web site written and maintained by melanoma experts and intended to educate patients afflicted with this disease. Melanoma is a very deadly cancer, and is second only to leukemia among all cancers in terms of the cost to society because of the young age at which it kills its victims (average age = 40). More than 50,000 Americans will develop melanoma this year, with nearly one fifth of them dying of their disease within 3

Melanoma.net has been recognized as the premier skin cancer site by numerous organizations including the American Association of Dermatologists, and USA Today. Numerous medical experts from around the country have provided content for the site which is very well illustrated. The newest treatments are discussed in great detail, including many of the current

experimental therapies. Interferon-alpha is soon to be come Melanoma.net's newest sponsor (parent company Schering Plough).

## 4. Our Products

### 4.1 The Flagship Product

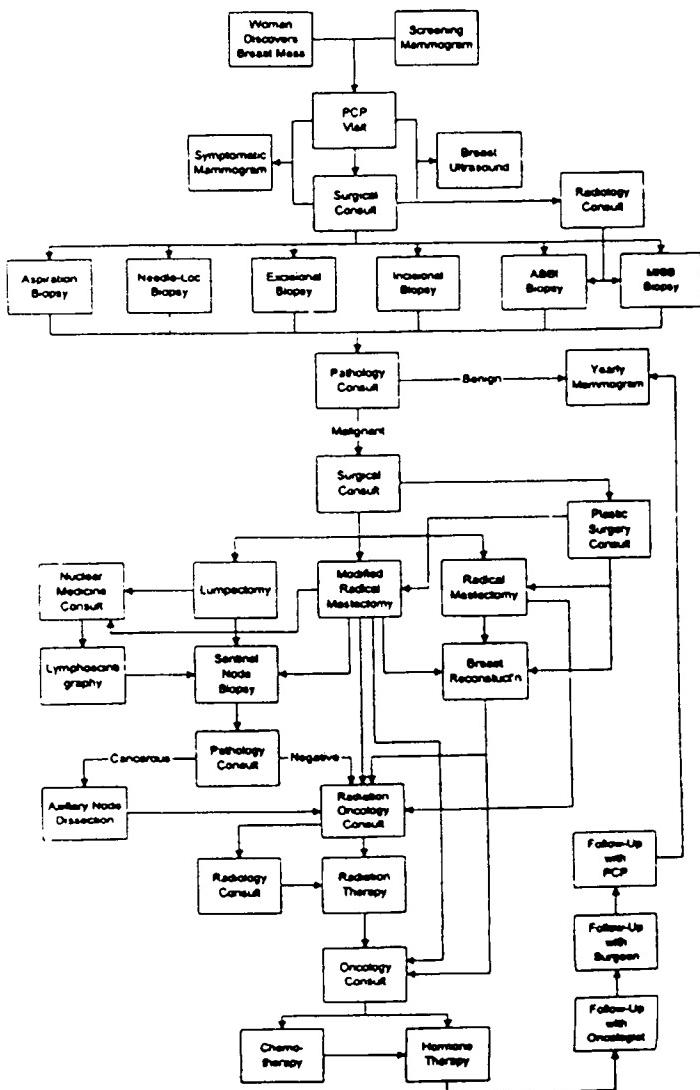
*YourDoctor.com's* goal will be accomplished by providing, at the core of its offerings, something that is not available from any of the estimated 15,000 alleged healthcare sites on the internet today -- superior and focused disease and therapy specific content which is:

- comprehensive
- ruthlessly unbiased
- easily navigable
- illustrated
- doctor/patient team supporting
- original
- free of cost
- understandable
- detailed
- layman friendly but not "dumbed down"
- practicing physician & leading academic vetted
- individual doctor and patient customizable
- instantly updated
- cutting edge

In its startup mode, nearly everything done at *YourDoctor.com*, other than providing superior website content in the 200 recognized disease categories, will be focused on providing awareness, products, services and support to practicing physicians such that the prescription of *YourDoctor.com* is an inevitability. "Doctors are interested in the three T's – their Time, their Treasure, and the Trust and well-being of their patients." "*YourDoctor.com* will be passionate in supporting all of these interests and in return will become the doctor's ally.

A central component to each disease process will be a flow diagram which allows the patient to see a "birds-eye view" of the disease. This method of disease presentation is an excellent teaching tool and allows a patient to see where they are in within their disease diagnosis or treatment. Each box is a hyperlink to a group of content pages which

CPT and ICD-9 Codes for Breast Mass Work-up and Treatment



describe the process or concept. Moreover, each aspect of the decision tree is a potential revenue source since a significant decision must be made. Finally, each patient can highlight the boxes which pertain to their clinical course, allowing them to print out their own personalized flow diagram making discussions with their physicians easier and more informative.

To facilitate the doctor-patient relationship and allow an individual patient's six questions to be answered, as if their physician was discussing the problem at hand personally, the Company has established a number of proprietary Internet-based services that will complement its comprehensive medical content, increase brand awareness, and drive traffic to the site(s).

Disease Specific Content. All aspects of the condition and underlying organ systems are discussed. Written by practicing physicians using the same language they use with their patients in the office. Top level pages are more basic, with information getting more complex on the drill-down. Each page is fully illustrated, with most concepts brought to life and made easier to understand with simple animations. Peer-reviewed and edited by an editorial board of some of the World's best physicians. Ultimately 200+ disease specific sites will be developed and maintained, acting as mini-disease specific portals within the umbrella of *YourDoctor.com* for information, services, clinical data access, products, doctor referrals, etc.

#### First Ten Disease Categories Out of 200 to be Activated

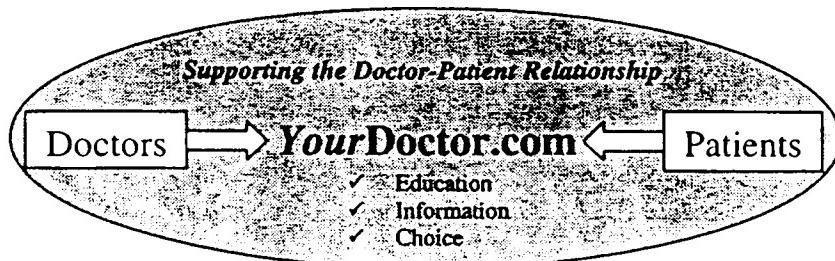
Disease	Total Patients	Present YourDoctor Website
Cancer	10,000,000	BreastDoctor.com/ Melanoma.net
Diabetes	16,000,000	EndocrineWeb.com
Prostate	10,000,000	
Alzheimer's	4,000,000	
Heart Disease	60,000,000	
Arthritis	56,000,000	
Stroke	3,000,000	
Osteoporosis	32,000,000	EndocrineWeb.com
Obesity	75,000,000	
Depression	26,000,000	

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" Douglas Stetson, M.D., Executive Committee Member, Section on Computers and Other Technologies, American Academy of Pediatrics, quoted Intel Internet Health Day, October 27, 1998.

## 4.2 The Supporting Products

The Company believes it possesses a unique business model not yet seen on the Internet. Our primary objective is to become an ally of both the practicing doctor and the patient by facilitating the doctor-patient relationship. It is this doctor-patient relationship which has been suffering from the constraints of modern health care, and it is through this relationship that virtually all healthcare spending is targeted (\$1.34 Trillion annually in the U.S.).



As the preferred site for all healthcare information and services, the Company will have the opportunity to achieve revenue from 5 distinct sources, all made possible by our central position between the doctor and the patient.

### 4.2.1 The first source of revenue is classical Internet advertising.

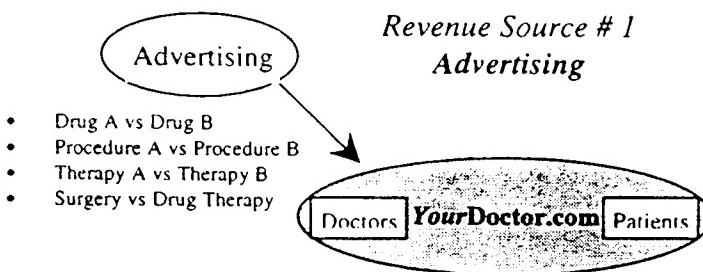
Advertising healthcare products on a disease-specific Internet site such as YourDoctor.com has three distinct differences from what otherwise has become the routine form of Internet advertising:

**Difference # 1.** The viewer (patient) is a motivated consumer and must "buy" something. Contrary to a general interest Internet site or the Internet healthcare site which is presented as a "healthy lifestyle magazine", patients who visit our disease-specific sites are there with a very defined purpose. They are NOT surfing the 'net and just end up reading about breast cancer; if they are in the breast cancer pages, either they or someone they love has been afflicted with that disease, or has a worrisome mass and an upcoming biopsy. In this fashion, visitors to the Company's Web site must make some form of decision that directly affects their life. *Each of these decisions can be influenced and therefore are potential points of advertising.* Using the breast mass concept, a woman with a breast mass will eventually be subjected to no less than 36 decisions as to how to proceed through the biopsy, surgery, reconstruction, and chemotherapy/hormone therapy (see appendix for flow chart of breast mass work-up and treatment). The viewer must make these decisions, and therefore, as a consumer, they must "buy" something.

**Difference #2.** Advertising concepts, ideas, and treatments. The second important difference between advertising on YourDoctor.com and general Internet portals is that we often advertise a "concept", "idea", or "treatment" rather than an "item" which can be purchased. No other Internet sites can offer this type of advertising. Many healthcare decisions will be directly affected by educating the patient with regards to their choices of treatment. As an example, a woman with an impending breast biopsy (more than 4,000,000 per year in the U.S.) is likely to ask for the biopsy to be performed using the new technique of ABBI or MIBB minimally invasive biopsy once she has been presented with text, illustrations, and even a video of the new procedure. By advertising the ABBI breast biopsy machine, we are not expecting the patient to

buy a \$275,000 piece of medical equipment. We are expecting, however, that educating her about the advantages of this minimal approach will require her local hospital to purchase such a machine (or a second one) sooner than they had planned.

**Difference #3.** The products advertised will be discussed within the textual content of that page. This type of discussion of products and treatment options is mandatory within the site since that is the purpose of the site: to educate the patient. We term this form of advertising "context embedded" advertising and it can be extremely powerful. During our two years of on-line medical advertising, we have learned that the advertising companies have come to realize that context embedded advertising is extremely effective since the product appears to have the "endorsement" of the site, and/or the editorial board. This effectiveness is able to demand a higher advertising fee, but also demands that our editorial board performs its intended function. The Company has learned that it can readily inform without becoming biased and maintains editorial control over all content.



The Company has developed a unique means of providing advertisers with an extremely directed audience. The goal is to allow as many individual advertisers as possible throughout the site, while allowing the advertiser a very directed and specific audience. We have accomplished this goal by incorporating ICD-9 and CPT codes into a second meta-tag line within the "background" programming of every page. ICD-9 codes are "diagnostic codes (e.g. breast abscess, prostate cancer) and are developed/published by the International Classification of Diseases, Ninth Revision. These codes are required to be used by all healthcare providers in order to receive reimbursement for services. In this fashion, all healthcare providers know and understand these numbers as they pertain to their specialty (there are over 1500 different ICD-9 codes). CPT codes are "procedure" codes (e.g. drainage of breast abscess, radical surgical resection of prostate malignancy). The American Medical Associations Code Procedure Terms (CPT) has been developed for each ICD-9-CM delineated medical condition. Again, all healthcare providers from neurosurgeons to physical therapists must use these codes for billing and reimbursement.

The significance of using ICD-9 and CPT codes within meta-tags is that a potential advertiser can advertise only on pages which are directly related to their products. Glaxo, for instance, can advertise its anti-stomach acid drug Zantac on pages which include all the CPT and ICD-9 codes for: ulcers, heartburn, esophageal cancer, etc. This includes approximately 52 codes which will likely be associated with approximately 75 to 100 individual pages of content within the site (based on previous experience with the degree of in-depth coverage of medical content which ranges between 1.5 and 2.0 pages per code). Moreover, we can instantaneously tell any potential advertiser how many pages within YourDoctor.com are appropriate for their particular drug/device, and how many times each of those pages have been downloaded previously.

Total Health and Medical Advertising is estimated by Jupiter at \$7.6 Billion, but only a feeble \$2.3 Million (0.03%) of that is currently spent on online advertising. This is expected to increase by at least 10 fold by 2002. YourDoctor.com's extensive and superior content will rapidly

capture the inevitable huge increases expected in online health and medical advertising in the future and our techniques will allow as many separate advertisers as possible. This form of advertising also allows us to populate more ads throughout the site without overloading any particular page or user. We believe that this form of directed, context imbedded advertising will demand a premium not yet seen on general-interest Internet sites.

#### **4.2.2 The second source of revenue is derived through the referral of patients.**

The second source of revenue is derived through the referral of patients to local hospitals, clinics, or doctors who specialize in a particular form of therapy. We have learned a great deal about how patients seek health information on the Internet, and in this category it is identical to the information they seek in the doctor's office: patients want to know which doctor in their area specializes or devotes a large percentage of his/her practice to the patient's disease process. Often, patients are willing to travel great distances to be cared for by a physician who is (or is perceived to be) an expert. But even at the local level, patients have grown tired of being cared for or operated upon by a doctor whom nobody knows but happens to be listed in their HMO pamphlet. Patient choice of physician has become a key component of patient dissatisfaction with the healthcare delivery process, and recently has become a central theme for President Clinton's as well as the Congressional Republican's proposed "Patient's Bill of Rights".

Revenue generated through the referral of patients was the economic foundation for the Company's first web site and has proven to be very successful independent of the specialty of the physician (e.g. surgeon or internist). Early physicians within our referral service now realize as many as 2 new patients per week who are referred directly from their listing on the original web sites. Again, referrals are disease and physician specialty specific allowing the patient to find a doctor who does a specific procedure as well as allowing doctors access to a very specific sub-group of patients. The graphic below shows one page of the doctor search function within BreastDoctor.com. By clicking on the doctors name (or "more info" button), more information about the doctor is given. From that page, a simple click on a "check board certification" button opens a new window which interfaces with the American Board of Medical Specialties Internet site and immediately verifies that the doctor is or is not board certified. The Company's goal is to allow doctors access to a very defined patient population with as narrowed and focused a medical problem as they desire. At the same time, we aim to provide the patient with more information about the doctors in their area so they can make a more informed decision with regards to choice of doctor.



Click on any of the doctor types below for a complete description.

[General / Breast Surgeon](#)  
[Plastic / Reconstructive Surgeon](#)  
[Oncologist / Chemotherapist](#)

[Find a Doctor](#)  
[Doctor Signup](#)  
[Recommend a Doctor](#)  
[Online Chat](#)  
[Site Map](#)  
[Site Search](#)

# Search Results

There were 29 doctors found in Tampa, FL.

Click on the doctor's name for more information.

## Douglas S Reintgen M.D.

Tampa, FL  
Phone: 813-972-8482

Dr. Reintgen, is seeing patients with the following disorders: Breast Cancer Diagnosis, Breast Biopsy, ABBI Breast Biopsy, Mastectomy, Breast Conservation Surgery, Sentinel Lymph Node Surgery.

[General / Breast Surgeon](#)

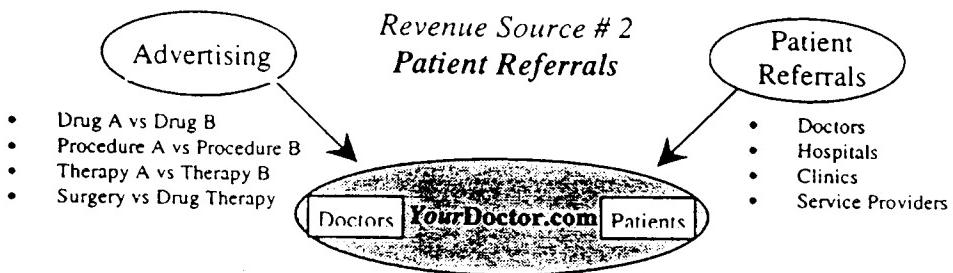
## Charles E Cox MD

Tampa, FL  
Phone: 813-972-8460

Dr. Cox, is seeing patients with the following disorders: Breast Cancer Diagnosis, Breast Biopsy, ABBI Breast Biopsy, Mastectomy, Breast Conservation Surgery, Sentinel Lymph Node Surgery, Breast Reconstruction Surgery.

[General / Breast Surgeon](#)

Specialists who have been trained in new technologies/therapies/procedures will be listed and searchable by city, state, and zip code. Revenue is generated by this listing primarily from the device and pharmaceutical industries responsible for new technologies. YourDoctor, Inc. currently has an agreement with TeleConMed, LLC to list doctors who have received specialty training. TeleConMed teaches surgeons, pathologists, and radiologists several innovative surgical procedures (radioguided surgery, minimal breast biopsy, sentinel lymph node surgery, and others). Part of the registration fee paid by the doctors (or their hospitals or a device manufacturer) is paid to YourDoctor, Inc. who provides a searchable listing on the appropriate web site (typically all three of the current sites). The cost to the physician is \$11.95 per month (\$143.40 annually), and is currently set up to re-bill their credit card annually. TeleConMed anticipates teaching more than 5000 patients per year and there are several other physician-educating companies which will be aggressively pursued in this regards. The Company has learned a great deal about physician listings and patient referrals over the Internet during the past two years since this has been our primary focus. We now believe that all physicians should be listed generically, but updated and more focused "preferred" provider information will be provided at the extra fee.

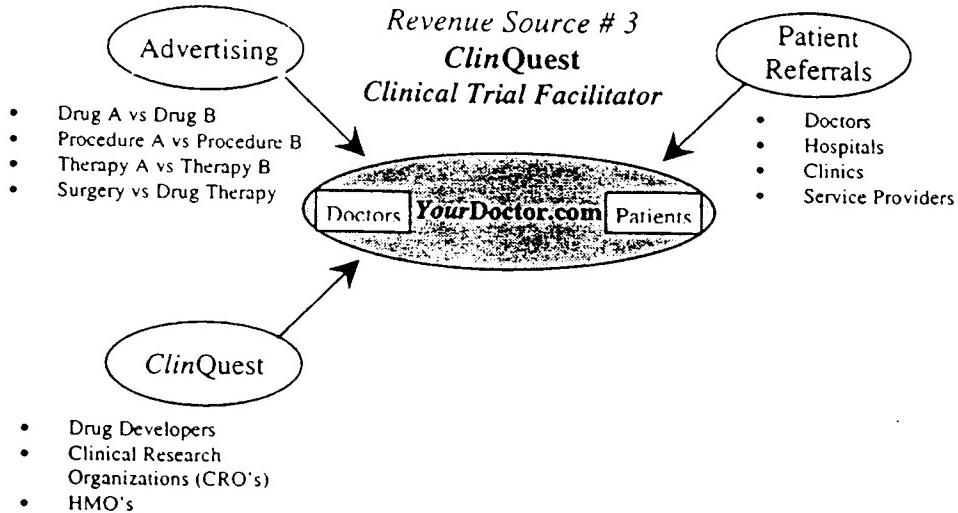


Within the first two years, the Company's goal is to capture 5 percent of the 675,000 practicing physicians with a "preferred" listing which would bring in \$5.6 million annually. The Company believes that all physicians will be required to have some Internet presence within the next 5 years, much the way they are "required" to be listed within their local Yellow Pages. The Company will aggressively pursue these listings and as a facilitator of the doctor patient relationship and a Website *by doctors for patients*, we believe that we will be positioned to capture a major portion of this market.

In a similar fashion, hospitals and clinics with special expertise will also be listed and searchable. Hospitals routinely spend millions of dollars annually to update their infrastructure and diagnostic capabilities and frequently advertise locally when they have done so. Through the use of cookies, *YourDoctor.com* will be able to provide local advertising to these hospitals which is patient and disease specific (and therefore much more cost effective). US Surgical corporation has recently conducted a study of hospitals who purchased an ABBI breast biopsy machine to determine if they are currently advertising (or are considering advertising in the near future) the new technology and 82% responded "yes". These machines cost over \$300,000 (after installation) and each hospital responding "yes" planned to spend between \$5000 and \$10,000 annually for 2-5 years to promote their new machine (source: Eric Miller, Ph.D., Director of Marketing, US Surgical Corp, Norwalk, CT).

#### **4.2.3 The third source of revenue is derived through facilitating the enrollment of patients into clinical trials.**

The third source of revenue is achieved by connecting the ill patient with pharmaceutical and device manufacturers that are conducting large clinical trials. There are currently approximately 10,000 **ongoing** clinical trials. Clinical development represents approximately 70% of the cost of new drug development, which is averaging over \$400 million per new drug. One of the largest aspects of this cost is the delay in patient recruitment which greatly reduces the patent protected product lifecycle. *ClinQuest™* will allow patients (or doctors who want to refer their patients) a means to identify what treatments are in the pipeline or available within a clinical trial, typically free of charge to the patient and doctor. The proprietary nature of *YourDoctor.com*'s database will be extremely important to HMO's searching for state-of-the-art, pharmaceutical-sponsored (i.e., free) treatment of some of their most expensive patients, while providing the pharmaceutical and device companies and clinical research organizations (CRO's) access to the patient populations they seek. We expect substantial site license access revenues for this service from drug and device companies, CRO's, and HMO's.



For many with chronic, life-threatening diseases, enrollment into a clinical trial of advanced, cutting edge medicines is an important, and sometimes a life-saving goal. Clinical trials are sponsored by pharmaceutical companies and in many cases provide for patient care hospitalization costs and even provide a monetary enrollment incentive. Thus there is also an incentive for HMO's to enroll patients suffering from serious chronic and therefore costly conditions into the pharmaceutical company-sponsored clinical trial. Most clinical trials accrue patients at rates far below maximal levels, which plays a significant factor in the high cost of developing new medicines by pharmaceutical companies. In fact, many trials currently advertise for patients in periodicals or newspapers. Surprisingly, there exists no ready and easily accessible single point source of comprehensive and updated information for either patients, their doctors, or the health profession. Some sites exist on the internet, but are mostly individual University hospital sites with only a dozen or so listed clinical trials. The NIH operates a site, but it is only for the small subset of NIH-sponsored clinical trials. Moreover, information which is available is almost exclusively too technical for the general lay audiences. Thus there is a tremendous need and incentive for such a resource, the need is derived from a variety of markets, and the need is growing rapidly.

The clinical trials database will be generated in two forms: one for general audiences or lay individuals ("ClinQuest™") and another for technical audiences ("ClinMedInfo™"). The two databases will be marketed separately. The YourDoctor.com disease specific summary will provide an easily understandable synopsis of disease, current treatment options and be directly linked to ClinQuest™ for information on available clinical trials. ClinQuest™ will provide a comprehensive list of each ongoing clinical trial (worldwide where possible), trial status (i.e., Phase I, II, or III), and a lay description of the therapy. If the patient is interested in more information about the trial, or interested in enrolling, they fill out an on-line form which is downloaded to the Company who then makes the appropriate contacts.

Initially and at least for the first two years, the ClinQuest™ database will be free of charge. However, later, YourDoctor.com may elect to convert to a subscription site. There are over 200 targeted disease categories. It is assumed that specific diseases would be subscribed more than others due to the life threatening issues surrounding them (e.g. cancer). However, if one assumes very conservatively, that there are approximately 100 million Americans with severe, chronic or life threatening diseases, a 1% market penetration of a subscription service of \$79 results in \$180 million gross revenues per year. The table below shows several selected US markets and projected revenues assuming a \$79 yearly subscription for some chronic or life threatening diseases

Table I.

<u>Disease</u>	<u>US Incidence</u>	<u>Estimated CLINQUEST Gross Revenues *</u> (*Based on \$79 subscription at 1% US market capture)
Cancer	10,000,000	\$ 17,900,000
Alzheimer's	4,000,000	\$ 7,160,000
Severe Atopic Dermatitis	3,000,000	\$ 5,370,000
Heart Disease	60,340,000	\$108,008,600
Diabetes	16,000,000	\$ 28,640,000
Arthritis	37,000,000	\$ 66,230,000
Stroke	3,000,000	\$ 5,370,000
Osteoporosis	28,000,000	\$ 50,120,000
Obesity	75,000,000	\$134,250,000
Depression	26,000,000	\$ 46,540,000
Total for Above	132,000,000	\$236,280,000

When new therapies are approved by the FDA, the marketing departments of the pharmaceutical companies continue to support clinical research trials in order to develop awareness of the products and to expand the approved indications. These studies take many forms but usually require the involvement of many physicians and patients. Chronic long term studies in diseases such as arthritis, diabetes, allergy, may require enrollment of up to thousands of patients from a thousand physicians. The ability of a sponsor to complete these studies depends in large part on their ability to enroll physicians who will in turn enroll their patients. These studies almost always include a stipend to the physician and free medical care during the study for the patient. YourDoctor.com will function as a forum for recruiting physicians and patients for these extremely large studies.

The Company perceives that the general public is only one, and perhaps overall minor, revenue source for its clinical trials medical information services. A separate in depth and technical database will be generated for technical audiences such as healthcare providers who wish to understand and follow in detail these rapidly emerging and accelerating clinical trials of groundbreaking new medicines. This group would include both MD's, hospital and healthcare administrators, HMO's, biotechnology and pharmaceutical companies as well as other industry observers. *ClinMedInfo* will be provided as a subscription service only, at \$149 per major disease, or \$2000 complete per year (contingent on market survey). The service will be part of the entire YourDoctor.com umbrella, which ultimately in Year 2 is also planning to bring on-line medical training seminars for professionals. If *ClinMedInfo*™ secured subscriptions from only 1% of the 10 million healthcare professionals in the US alone, gross revenues for this service alone would be \$200 million per year.

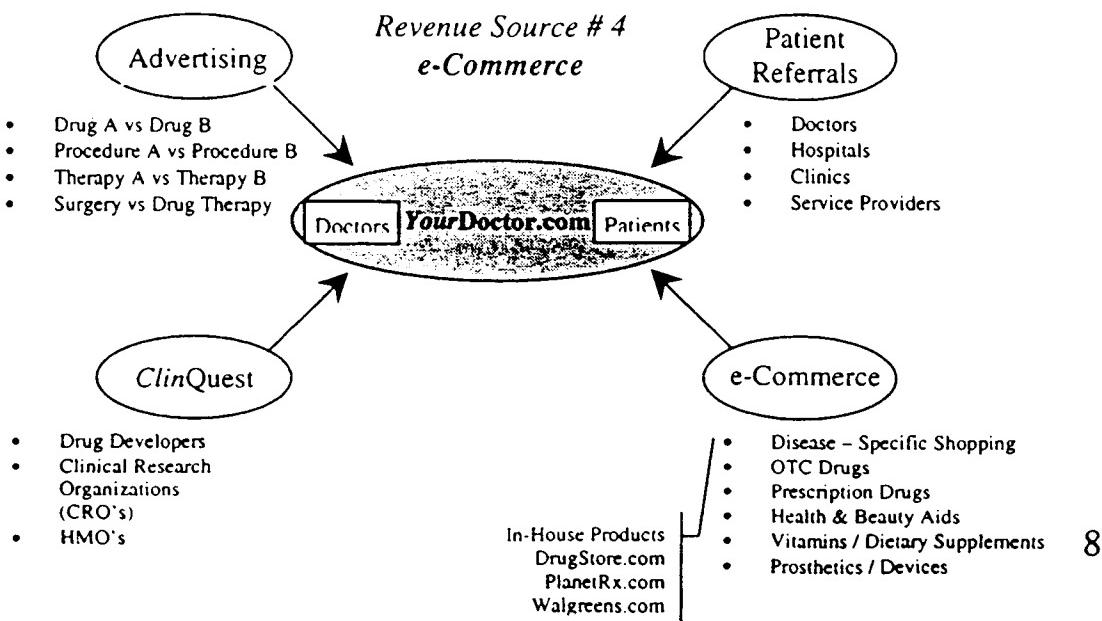
However, YourDoctor.com believes that its most valuable and entirely unique asset will be the patient data base generated through its information service. Voluntarily, while obtaining the information in *ClinQuest*™, the patient will complete a survey which will detail a variety of patient information, including his or her disease, disease status, doctor, current and past medications, address, etc. This database of critically ill patients will be used for a variety of purposes. With the consent of the patient, and with appropriate privacy, encryption and confidentiality issues addressed, *ClinQuest*™ will provide a patient contract subscription service to Clinical Research Organizations (CRO's) who manage clinical studies for many companies, as well as contract subscription with the over 200 biotechnology and pharmaceutical companies

themselves. Estimates for the fee for such a service will depend on the number and quality of the disease-specific database, the specific disease, and other factors. However, given the fact that patient care costs for clinical trials typically range between \$5000 and \$20,000 per patient (all supported by the pharmaceutical company), we believe that patient placement fees or database subscription could be significant (estimated \$500 per patient or \$20,000 per annual subscription fee).

The patient data base will also be integrated with the technical database to provide MD's with a facilitation service for locating relevant clinical trials for their patients. This service, termed "ClinLink™", requires MD's to submit an electronic patient data report to ClinMedInfo™. For a fee (typically paid for by the patient's HMO or insurance carrier's access fee), ClinMedInfo™ will provide the MD with open clinical trials that are relevant to that particular patient's diagnosis. For instance, many early stage clinical trials in cancer require "end stage" patients with poor prognosis. Many immunotherapy clinical trials preclude prior treatment with immunomodulating drugs, or a defined rest period following past radiation therapy or chemotherapy. Thus the MD would be able to evaluate the most appropriate clinical trials open to that particular patient and make the necessary recommendations or inquiries. The data provided will be essentially identical to the technical database, but provide a search function that allows relevant medical information to be downloaded and matched without any issues of confidentiality to be impacted. *Once again, YourDoctor.com works to improve the doctor-patient relationship from both sides: allowing the patient information on relevant clinical trials and allowing the doctor to recommend appropriate clinical trials. In the process, YourDoctor.com is linking the industry: from doctors to patients to pharmaceutical/biotech/device companies to clinical research and site management companies.*

#### 4.2.4 The fourth source of revenue is derived through e-commerce.

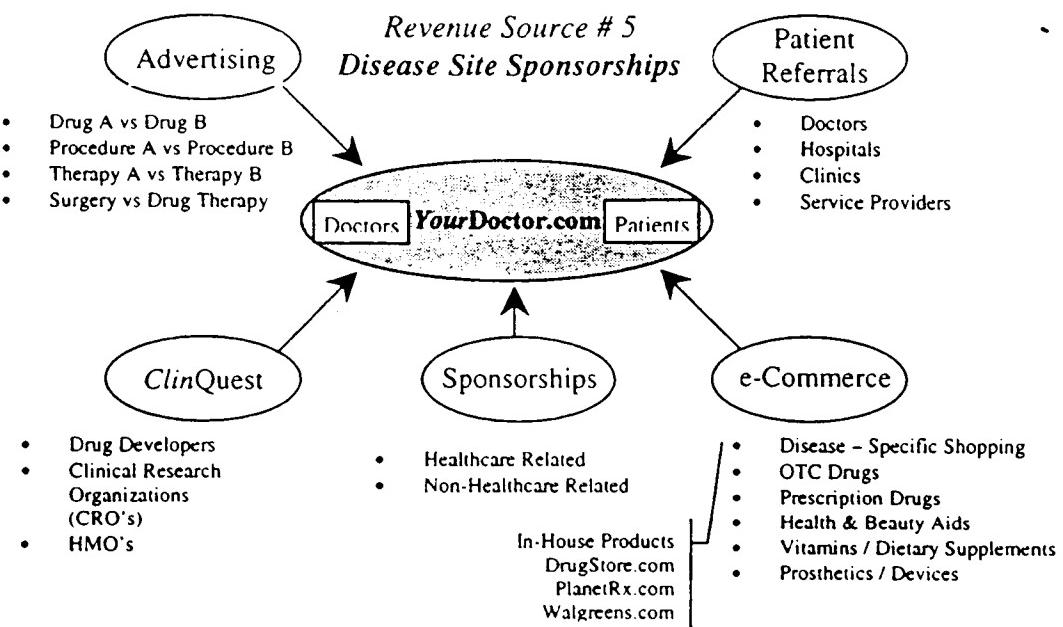
The fourth distinct source of revenue is e-commerce. As a site with anticipated millions of visitors daily, e-commerce of health-related items should be a dramatic revenue source. The Company intends to deliver e-commerce two ways: first through our own "in house" e-commerce, and secondly, by providing viewers to outside e-commerce sites. We believe that other healthcare e-commerce sites will have no choice than to come through YourDoctor.com because we aim to control the flow of patients seeking information and services over the Internet. The Company will aggressively pursue such partnerships.



Within each disease specific site, a shopping mall of OTC (over-the-counter) products and patient services tailored to that specific disease will be built. After seeking information and details on the latest treatments, local clinical trials and specializing physicians, the patient will want to study what they can do to help themselves feel better or function better on a daily basis. YourDoctor.com wants to make this process a more knowledgeable, focused and time efficient process for the patient. Essentially, this shopping mall will be constructed by having knowledgeable doctors, nurses and other caregivers delineate products and services that are important for that specific disease. The key to our model of e-commerce is that it will be set up as a disease specific slice of a combined Walgreens, GNC, Yellow Pages, etc., such that the patient can immediately browse products that have been prescreened by healthcare professionals for that particular disease. This allows the consumer a more direct way of finding appropriate products and therefore less clicking and searching is necessary. Unless they choose to do so, they will thus avoid all other irrelevant items typically found in a large drugstore's inventory.

#### **4.2.5 The fifth source of revenue is derived through disease center sponsorships.**

The fifth distinct source of revenue is Disease Center Sponsorship. The Company believes that an extremely large disease center (e.g. the Breast Cancer Center, the Osteoporosis Center) will be sought after by corporations from inside and outside of medicine to promote their products and build brand. In much the same way as football stadiums and sports arenas are named for large corporate sponsors, the positive aspects of brand association within the YourDoctor.com disease centers should be extremely profitable (e.g. "the Toyota Breast Cancer Center", the "Osteoporosis Center by IBM"). Depending on the disease center itself (large, small, numbers of visitors, "political correctness", etc), the Company estimates that sponsorships will range in cost between \$100,000 to \$1,000,000 per year. Assuming an average fee of \$250,000 with only 20% of the disease centers being sponsored, annual revenue from this source will be \$10 Million.



**Other Supporting Products:** *YourDoctor.com* will have several supporting products aimed at driving traffic, building brand, and to a smaller degree, generating revenue.

**MedHot™ Alert**

*MedHot™ Alert* will tell patients what is hot in medicine. It is *YourDoctor.com*'s proprietary medical e-mail service which allows individual patients to select the sensitivity level (1 to 10) of medical updates and breakthroughs they would like to be notified about. *MedHot™ Alert* will be available for each of the 200 disease categories with the level of importance (1 to 10) of new treatments and discoveries assigned by staff physicians and/or the editorial board. This patient and disease-specific e-mail database will become very attractive to multiple players in the healthcare industry to become sponsors / advertisers on the *MedHot™ Alert* mailings. *MedHot™ Alert* will come online in the first quarter of year 2.

**MyDoctor™ Homepages**

To become the physician's advocate and the prime facilitator of the Doctor-Patient relationship, *YourDoctor.com* will provide all physicians with a free web page within the *YourDoctor.com* family of Internet domains. (Drug or device companies will pay for physicians trained in their products or services to be highlighted as a PremiumMD™, thus highlighting their specialized training and facilitating use of certain products.) Doctors can use peer-reviewed content or customize their own. Such content could include new patient, pre- and post-examination interviews. In addition, having their own page will allow physicians not only to provide the usual office information (hours, etc.) but will also allow them to list the top diseases they treat, each of which links directly to specific *MyCondition™* content pages. Furthermore, practicing physicians can not only prescribe visits to the *YourDoctor.com* web site, but they can prescribe their own specific page within the site. *MyDoctor™ Homepages* will be put on line beginning in the first quarter of year 2. *YourDoctor, Inc.* owns 85 Internet domain names for each of the recognized specialties in medicine (i.e., *YourFamilyDoctor.com*, *YourSurgeon.com*, *YourHeartSurgeon.com*, *YourAllergist.com*, etc.) (full listing is in the appendix).

**Utility Functions**

Jupiter suggests that "utility functions will be the main differentiators between health portals."<sup>1</sup> *YourDoctor.com* believes that utility functions reflect a minimum standard. In addition to all the unique products mentioned above, as a matter of course, *YourDoctor.com* will include all of the following standard health portal features: (1) Free e-mail, (2) disease and diagnosis-specific chat rooms/message boards, (3) clubs/communities, (4) search and directory. Each of these functions (with the exception of e-mail hosting) is currently provided on all of the *YourDoctor, Inc.* family of Internet sites at this time. Free e-mail hosting will go on-line with the physician's personalized web pages.

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<sup>1</sup> Jupiter, "Toward Health Portals," October 1998, Page 8.

## **5. Competition**

The following description of other healthcare related sites has, except for the comments by YourDoctor, Inc. been culled directly from the respective web sites.,

### **America's Health Network**

URL: [www.ahn.com](http://www.ahn.com)

**Company Description:** AHN is the first and only television source for 24-hour access to health and medical information. AHN delivers personalized health information to hundreds of thousands of viewers with unique and original programming. AHN also reaches a worldwide audience through AHN.COM, which is one of the top-rated health information sites, offering 24-hour live streaming video of their television programming. Recently this site broke ground with the world's first live birth via the internet. The service is currently available to more than 8.5 million U.S. homes in all 50 states via cable television and direct broadcast satellite. AHN.COM's remarkable growth resulted in its being named the 26<sup>th</sup> fastest-growing site on the Internet by Media matrix in *USA Today*.

**Strategy:** AHN seeks to become the No. 1 provider of unique and original broadcasting on health-related issues via television and the internet. Using cross promotion, the company hopes to integrate the reach of cable television with the depth and interactive capabilities of the internet. E-commerce is also key to AHN's business strategy. currently, the revenue mix is 75% advertising sponsorships, 20% e-commerce and 5% syndication.

**Strategic Web/Technology Partners:** ABCNews.com, DirecTV, GEMS Television, Real Networks, DIGEX, MotherNature.com, Yahoo, ESPN.com Training Room

**Content/Healthcare Partners:** American Cancer Society, Green Mountain, HCIA, HealthGate

**Ownership:** Private: AHN Partners, LLC (majority owned by Rick Scott and David Vandewater – formerly of Columbia/HCA

**YourDoctor's Comments:** This web site is run by television and broadcast persons. There are no doctors on staff. The content is superficial, for example, they only have 12 paragraphs (not pages) of information on the entire topic of benign and malignant breast disease. There is little or no advertising, and what is there is placed randomly (a mammogram phone number in the allergy section). This site does not answer ANY of the patient's six questions about healthcare.

### **America's Doctor**

URL: [www.americasdoctor.com](http://www.americasdoctor.com)

**Company Description:** AD is an online healthcare service company dedicated to providing high-quality medical information and medical referral services to the healthcare consumer at little or no cost. The company strives to rationalize the use of medical services by providing the user with access to cogent and consistent information grounded in the best medical practices, experience and common sense through private physician-consumer chats. AD seeks to provide marketing value to hospitals, advertisers and other sponsors.

**Strategy:** AD's business strategy is to draw the healthcare consumer to its site by providing high quality content. From a growing consumer base it intends to effectively market referral programs

to major MSA hospital systems as its primary revenue source. The company believes its secondary revenue source will be from educational sponsors and DTC advertising. AD believes the creation of a well-known and trusted consumer brand is key to its success.

Strategic Online Partners: AOL (Anchor Tenant on Health Channel)

Content/Healthcare Partners: Premier Research Worldwide

Average Daily Visitors: Approximately 8,100

Funds Raised/Spent to Date: Approx. \$4m/\$3.5m

Revenues: Approx. \$4m expected in 1<sup>st</sup> year

Valuation: \$20m post money on last round

Ownership: Management, Premier Research Worldwide, Medical Advisory Systems, Private Investment Groups

**YourDoctor's Comments:** This site is unique in that it has no real "content". It is simply a means for patients to ask questions of doctors or nurses through private chat rooms. It is cumbersome in that it takes a while to type the question, and then to get a very generic answer. Typically, the answer is to "see your doctor about that" or "have you searched the Internet for information about that?". 12 calls to the site over a 14 day period of time yielded us a nurse each time, 9 times it was 2 year LPN. The site has the following statement on its second page: "The physicians and other health professionals, of America's Doctor Online, do not practice medicine (diagnose, prescribe, keep medical records, etc.) but, instead, interact with consumers to give them up-to-date medical information and resources". The president and founder is a practicing internist in private practice who continues to practice medicine on a daily basis. This site exemplifies exactly what is wrong with healthcare on the Internet: it does not answer any of the patients' six questions and simply frustrates the viewer. Although we do not view this site as either a barrier to entry or a competitive site in any fashion, it is interesting to note that it has become one of the 4 "healthcare providers" within AOL's health information site.

### **BetterHealth**

URL: [www.betterhealth.com](http://www.betterhealth.com)

Company Description: BH is an online health community with 38 interactive forums primarily catering to women. Registered users have access to weekly newspaper and Web pages geared to their individual needs, as well as regularly-scheduled live mutual support chat rooms, public message boards, topic-specific customized community forums and a personalized health risk assessment service. BH's collection of thousands of articles, links to MedLine, a database of the world's major medical journals, and up-to-date medical news from Reuters Health, provides its members with news about any medical condition. BH is in the process of adding more resources, including an online guide to prescription drugs, a first aid and self-care manual and weekly columns from noted medical experts on topics ranging from fertility to fitness. BH hosts more than 850 live mutual support chat rooms and its members post more than 100,000 messages per month.

Strategy: BH's strategy is to empower consumers to be better healthcare decision makers. this is accomplished by providing information and support in a community context with online chat rooms, public message boards, medical experts and interactive tools.

Strategic Web/Technology Partners: AOL, iVillage, Inc., Lycos, Inc., Tribune Media Services, Amazon.com

Content/Healthcare Partners: Reuters health, MedLine, Healthwise

Current Unique Monthly Users: Approx. 650,000

Current Monthly Visitors: 1.4 million  
Ownership: iVillage, Inc. Investors include AOL, Intel Corporation, Tribune Media Services, Cox Enterprises, Kleiner, Perkins, Caufield and Byers, Tenet Healthcare, RHO management, Convergence Partners, GE Pension Fund

**YourDoctor's Comments:** This site is a "community site" aimed at getting visitors (primarily women) to visit frequently in order to participate in chat rooms and bulletin boards. The site promotes "self help" and "healthy living". Founded by a woman who was the former publisher of the self-care newsletter "Taking Care", and by her friend, an MD who has never practiced medicine who is the Medical Self-Care Editor for the journal "Worksite Health." Their content is extremely superficial and has been obtained directly from pamphlets published by the U.S. Department of Health & Human Services, National Cancer Institute. This site has a total of 3 pages which cover all of benign and malignant breast disease. There are no illustrations or pictures anywhere within the content of the site. This site also exemplifies what is wrong with healthcare on the Internet, and it meets none of the needs of the doctor or the patient. It is absolutely NOT a competitor for *YourDoctor.com* and is NOT a barrier to entry.

### **Empower Health Corporation**

Commercial URL: [www.drkoop.com](http://www.drkoop.com)

Company Description: EHC, co-founded in January 1997 by former U.S. Surgeon General Dr. C. Everett Koop, is a consumer-centric, Web-based software and services company that develops and markets the drkoop.com brand. The drkoop.com Web site offers a comprehensive set of personal health information, news, e-commerce and interactive services for individuals to better manage their personal health. Empower's technology solutions offer consumers access to comprehensible information that can help them understand their personal health, evaluate treatment options, and manage their medical conditions and care. These products afford consumers access to information both from reference resources and through on-line interaction with specialists and other healthcare consumers. The company is also developing a personalized medical record system and other consumer-centric offerings that offer secure, private communications between consumers and healthcare providers.

Strategy: The company's objective is to become the leading new media organization for direct to consumer healthcare advertising and electronic commerce transactions through successful development of the Dr. Koop brand and by delivering superior product utility. The EH product line will have three interlinked components: drkoop.com, Interactive Care Communities (localized co-branded extension of drkoop.com that connect consumers with the other players in healthcare) and Dr. Koop's Personal Medical Record System (a sophisticated, secure desktop client system in which the data is consumer owned and which is EDI integrated).

Corporate URL: [www.empowerhealth.com](http://www.empowerhealth.com)

Strategic Web Partners: Excite, MSN

Content/Healthcare Partners: University of Pennsylvania, ADAM

September Unique Registered Users: 690,423

Revenues: Target is >\$45m in 2000

Profitability: Expected in late 1999

Ownership: Approximately 70% by founders and employees; Private Series A closed 12/31/97, Series B closed 4/4/98, Series C (\$15m) to close in 4Q98; IPO in 1-2 yrs.

**YourDoctor's Comments:** This site at first glance appears to be a significant barrier to entry and competition. This perception comes from its very professional appearance and ease of

navigation. However, try to find out something about any type of cancer (or any other health topic) and you are rapidly disappointed. There are 5 pages on the entire topic of benign and malignant breast disease, and they are written as if a couple of women were sitting around drinking coffee. There are no pictures, illustrations, or x-rays anywhere within the content of the site. This site is banking on its association with the ex-surgeon general, who is getting quite old! This site has all the look, but no content. It appears that they don't know what they want to be. This site is NOT a barrier to entry in any way and is NOT a significant competitor.

### **InteliHealth**

URL: [www.intelihealth.com](http://www.intelihealth.com)

**Company Description:** Intelihealth™ is a media company formed in 1996 as a joint venture between Aetna U.S. Healthcare™ and Johns Hopkins Medicine. It allows consumers to draw easily from reliable branded sources – with trustworthy, free tools to aid consumers in the navigation of publicly available health information. All information and products on the Website are reviewed by a team of top medical experts from Johns Hopkins before inclusion. Products include the Website itself, Intelihealth Healthy Home® Catalog, The Johns Hopkins Health Insider™ (a subscription-based monthly print newsletter that is also available as a webletter), Daily E-mail Newsletter , and InteliHealth Professional Network or IPN (a site designed to meet the needs of the professional healthcare services industry).

**Strategy:** InteliHealth's strategy is to become "the trusted source™" for health information and products. With the financial backing of Aetna U.S. Healthcare and the editorial credibility of Johns Hopkins Medicine, the company has quietly created one of the leading consumer-based health online services – aggregating and distributing over 2 million pages of content from more than 150 branded sources. In addition, the InteliHealth Healthy Home catalog and online store have created a powerful commerce engine, reaching out to tens of millions of consumers each month.

**Strategic/ Web Partners:** AOL, AltaVista, CBS.com, PointCast, SNAP!, PBS, CBS Affiliates, SkyMall, AccuWeather, BarnesandNoble.com, Reuters and UPI

**Content/Healthcare Partners:** Johns Hopkins University and Health System, NIH, and medical societies, ADAM, Clinical Reference Systems, WebMD

**Average Monthly Page Views:** 5 million; up from 1 million 7 months ago

**Record Monthly Impressions:** 50 million, including content viewed on strategic partners web sites.

**Revenues:** N/A; 1998 expected to be 4x 1997, 1999 expected to be 3x 1998

**Ownership:** Joint venture between Aetna U.S. Healthcare and Johns Hopkins University and Health System

**YourDoctor's Comments:** This site also looks like a real winner at first glance. However, its size makes it hard to navigate. The front page is all a "healthy lifestyle magazine" with all of today's news stories from multiple news organizations. When the search engine is used, it gives only information which has been archived from news organizations (Reuters, UPI, AP, etc). There is no means to educate oneself through a single disease process from diagnosis to treatment. The information is arranged in a haphazard manner. This site encourages surfing because you get the feeling that what you are looking for is just another click away. For the serious user, however, it is virtually impossible to find something worthwhile

about the diagnosis and treatment of any serious disease, (such as breast cancer) on this site. With 65 minutes of searching, this reviewer could not find a single piece of information on breast cancer diagnosis, biopsy, or therapy which did not come from an newspaper article. There appear to be no pictures or illustrations of breast diseases. This site does not meet the six needs of the patient and in its current configuration never will. In this regards, this site is NOT a barrier to entry. They do have significant links throughout the Internet community and their association with Johns Hopkins University helps with credibility. Their association with Johns Hopkins and Aetna Insurance, however, prevents them from pursuing the economic models outlined by YourDoctor, Inc.

### **Mayo clinic Health Oasis**

URL: [www.mayohealth.org](http://www.mayohealth.org)

**Site Description:** MCHO is an award-winning source of health information from the Mayo Clinic. The site is directed by a team of Mayo physicians, scientists, writers and educators and is updated each weekday. MCHO provides access to the experience and knowledge of the more than 2,000 physicians and scientists at Mayo. An editorial board of Mayo staff identifies important and timely health topics and selects specialists as expert sources for each of the articles on the site. The site possesses a growing database of explanations on common and not-so-common illnesses, as well as information on disease prevention. It contains nearly 6,000 pages of information. Users range from parents seeking advice about illnesses and conditions of their children, to senior citizens looking for home treatments for common ailments, to students conducting research, to nurses referring patients to the site, to patients preparing for medical appointments, to individuals seeking knowledge about a specific disease. The site regularly receives coverage by hundreds of magazines, newspapers and television news programs around the country. Mayo Clinic was one of the first private group practices of medicine and is one of the most renowned medical institutions in the world. The clinic has more than a 100-year history of patient care, medical research and education.

**Strategy:** MCHO's goal is to serve as a health information resource for the general public. Mayo Clinic has a commitment to provide health information to the public, including people who are not Mayo Clinic patients. With Mayo's unique depth of knowledge and experience in virtually every aspect of medicine, the Web site is able to deliver trustworthy, current and easy-to-understand answers. A minimum of three doctors review all material posted on the site.

**Strategic Web/Technology Partners:** Microsoft, CNN, U.S. News & World Report

**Content Source:** Mayo Clinic

**August 1998 Unique Registered Users:** 505,000

**January 1997 Unique Registered Users:** 55,000

**Ownership:** Mayo Foundation for Medical Education and Research (not for profit)

**YourDoctor's Comments:** This site is a clear afterthought and is a means by which the Mayo Clinic took many of their old patient information pamphlets and put them on line. Because the content was prepared in this fashion, it is virtually impossible to follow a single disease from diagnosis through treatment. With 7 trips to this site, averaging 15 to 30 minutes each, this reviewer could only find 5 pages on breast cancer, each in layman's terminology about the need versus risks of mammography. There are no illustrations, pictures, or x-rays that could be found on any of these visits. There is virtually no means for a patient to have their 6 questions answered on this site. There is absolutely no reason that a physician would refer a patient to this site for educational materials since they are virtually absent. The association with the Mayo Clinic provides a very positive credibility factor, but the site is organized as a non-profit site to

funnel patients into the specific medical clinics of the Mayo physicians. As such, the content is very poor and does not provide a barrier to entry to YourDoctor, Inc in any way. The ties to the Mayo Clinic prevent this site from pursuing the economic models or global utility of YourDoctor.com and as such it will never be a significant competitor.

### **Mediconsult.com**

URL: [www.mediconsult.com](http://www.mediconsult.com)

**Company Description:** Mediconsult.com is a consumer-centric health marketing company specializing in using internet tools to improve consumer health outcomes and the business performance of healthcare companies. Completely independent of any hospital, pharmaceutical company, managed care company, or healthcare organization, it provides healthcare consumers with access to timely, reliable information for making better healthcare decisions. Offerings to consumers include, MediXperts (a fee service, costing \$195/report, that provides consumers with confidential access to leading specialists), and MediStore (an e-commerce retail outlet). Offerings to healthcare companies include marketing and advertising programs, development of "microsites," HealthMEDIC (an IBM co-branded private label service), and Internet Marketing Consulting (a business and marketing guide to using the Internet to drive business results). Clients include Novartis, Bristol Myers Squibb, Pfizer, IBM Global Healthcare, Ontario Hospital Association, Deutsche Post, Sanofi-Winthrop, Zeneca, CenterWatch (clinical trial referral), Statlander Pharmacies, Cytogen and Hoffman La Roche.

**Strategy:** Mediconsult.com uses the Internet to provide information to consumers to improve their health. To date, the company has focused on information pertaining to 55 chronic medical conditions that account for 74% of healthcare spending in North America. Future plans include expanding the information offered to include broader health topics and issues. The company plans to "buy or build" distribution channels directly between the physician and the patient by offering Internet based physician/patient information. The majority of revenues are expected to continue to be earned from healthcare companies who pay Mediconsult.com to develop marketing programs to inform consumers about their products and services.

**Content/Healthcare Partners:** CenterWatch, PharmInfoNet (VirSci), U.S. Pharmacopeia, United Care-Cepts, Intelligent Network Concepts, MediZine Online, 20 Patient Associations (e.g. Arthritis Foundation)

**Strategic Web Partners:** CompuServe (AOL), IBM, Yahoo and MSN Canada

**September Unique Registered Users:** 422,000

**Revenues:** \$206,192 in 1Q98; \$192,500 advertising, \$13,692 sales – 1999 goal is \$7m

**Profitability:** \$442,816 net loss in 1Q98 – 1999 goal is net income of \$3.4m

**Ownership:** Public, executives and directors owned 65.5% as of October 15, 1998

**YourDoctor's Comments:** This company was one of the first healthcare Internet sites and was the first to get to an IPO. The founder of YourDoctor, Inc as well as 2 of his partners have been on the "consulting physician" list for several years, yet none of us has gotten more than 2 consults per year. The problem is that this company has the wrong business model. This site has no health information content and therefore its sources of revenue come from a single mechanism: patients paying \$195 for a consult. Patients are required to gather their x-rays, lab reports, and medical records which are then forwarded onto a "consulting physician". The consultant has 14 days to render an opinion as to which way the patient should proceed. The typical consultation report is 2 paragraphs (about 2/3 of a page). Certain important problems have arisen for this business model, including: a) doctors cannot practice medicine legally across state

lines (states license doctors), b) doctors are not willing to be specific about treatment choices without actually talking to and examining the patient. c) patients are not willing to spend the time it takes to gather all their pertinent medical information, d) patients are not willing to wait 2 weeks for a response to questions they want answered on demand, and e) the generic response, cost, time delays, and lack of face-to-face meetings with the doctor they are paying guarantees that there are no repeat visitors to the site. Furthermore, without content, Mediconsult.com has no other avenues for revenue generation. YourDoctor, Inc does not see MediConsult as a significant player in the Internet healthcare market in any respect.

### **OnHealth Network Company**

URL: [www.onhealth.com](http://www.onhealth.com)

**Company Description:** OnHealth's primary focus is its award-winning Website that is a resource to healthcare and wellness consumers looking for timely, relevant and reliable information on health and wellness issues. OnHealth.com provides in-depth reports, news, health and wellness information, personalized health services, local health information resources and community support and discussions. Additionally, an active Medical Advisory board comprised of specialists from partner institutions provides hands-on patient guides, expert answers, community support and updates to help consumers manage chronic conditions. The company also provides content and Q&A video clips featuring leading medical specialists to America's Health Network supports client companies' online marketing strategies and provides Web development services. Clients include G.D. Searle, Pfizer, HealthSystem Minnesota, St. Jude Medical, North Memorial Hospital, MGI Pharma, Enzymatic Therapies, Hazelden and the University of Texas.

**Strategy:** OnHealth Network Company believes it is positioned to become the premier network of health related channels to offer the information, experts, products, guides and services to give consumers all they need to more actively and successfully manage their health and well-being. Individual channels, partners, strategic relationships and corporate communications are all being developed to fulfill this consumer promise more completely.

**Strategic Web/Technology Partners:** Yahoo! Chat, Yahoo! clubs, Infoseek, GeoCities, Microsoft Web TV Network, NBC Snap!, CombCast Online, Planet Direct, Mindspring, Motorola Paging, Third Age Media

**Content/Healthcare Partners:** N. England Journal of Medicine, International Diabetes Center, Mt. Sinai Cardiovascular Institute, Beth Israel Deaconess

**Revenues:** \$155,000 for 2Q98, \$485,000 1H98

**Profitability:** \$2.1m net loss for 2Q98, \$4.4m net loss for 1H98, Profitability expected 4Q99

**Market Cap:** \$33.8m (10.8m shares outstanding)

**Ownership:** Public

**YourDoctor's Comments:** This site is the typical health Internet site which pretends to have lots of content and provide answers, but it does not. The front page takes you to the health tips and health news of the day from several publishing sources (newspapers and magazines). The ONLY content on the site is archived newspaper and media health reports from Reuters, UPI, and AP. Therefore, like the other sites discussed in this section, a patient cannot follow a disease from the beginning to the end. Moreover, there are no illustrations, pictures or drawings since the text articles from the newspapers do not provide these. The articles are therefore arranged by date and have nothing to do with each other....there is no flow. A search under the term "breast cancer" found more than 200 articles since 1996, none of which is more than 6 paragraphs long, all written by newspaper media for which they were intended. Nothing on the site is in-depth,

compelling or helpful. This site cannot be a competitor for YourDoctor.com and is not a barrier to entry. This business model will not be successful since it does not meet the needs of either the patient or the doctor.

## 6. Our People

**YourDoctor.com** has a founding management team which is unique. The team's wide, deep and complementary range of experience and skills allowed it both to identify and articulate this revolutionary business model and will allow the team to successfully exploit it. Particularly relevant is the founders' extensive experience in healthcare industry multi-million dollar deal corporate partnering.

**James G. Norman, M.D.**, the President, and founder, is one of the best known and sought after surgeons in America. He is an endocrine surgeon, inventor and visionary Internet healthcare pioneer. In 1996, Dr. Norman founded his first Web site devoted to his specialty (EndocrineWeb.com) in order to educate patients about a revolutionary medical procedure he developed. The success of this large site caused the development of two other very large sites including Melanoma.net and most recently, BreastDoctor.com. Both are the largest and most comprehensive sites on the Internet within their disease category. With over 250 pages of content the day it was launched, BreastDoctor.com is clearly the most comprehensive and well written disease site on the web in part due to the world-class editorial team assembled to help maintain the site's content. BreastDoctor.com was recently chosen by Chase Bank as the official Internet site for its sponsored fight against breast cancer. Dr. Norman has opened doors with many major pharmaceutical companies, and presently has US Surgical Corp. and other major pharmaceutical companies as site advertisers and sponsors.

Dr. Norman graduated with highest honors from medical school where he was the president of his class. His recent promotion to Professor of Surgery and Internal Medicine at the University of South Florida makes him one of the youngest professors in the Florida state university system. He is the Director of Endocrine Surgery and is a member of numerous medical and surgical societies, including: the American College of Surgeons, American Association of Clinical Endocrinologists, American Association of Endocrine Surgeons, Society of University Surgeons, Association of Academic Surgeons, American Gastroenterology Association, Society for Laparoendoscopic Surgeons, and others. Dr. Norman has received many honors including Alpha Omega Alpha medical honor society and nomination as "Teacher of the Year" at USF from 1991 through 1994. In 1997 he was named "Faculty of the Year". He has published more than 125 scientific articles and 8 book chapters since 1991. He has been awarded 3 US and foreign patents and has another 5 pending. Dr. Norman has received over \$2.4million in government and industry research grants over the past 5 years which has helped drive one of the largest and most productive research laboratories at USF. Dr. Norman has been involved in a number of Internet projects since 1994, and currently serves on the Web site committee of a number of the nation's largest medical associations while serving on the Medical Advisory Board of several on-line medical search engines.

**Glenn Rice, Ph.D.**, the Chief Scientific Officer, is currently Vice President of Research, Cytokine Networks, Inc. (CNI), which he helped found in 1996. Previously he was a corporate officer at Cell Therapeutics, Inc. (CTI) and a scientific laboratory director at Genentech. Dr. Rice has significant knowledge in all phases of drug discovery, drug development, clinical trial management and business development. While at CTI, he helped raise over \$100M in equity and successfully partnered the lead drug in a ~\$120M deal with Johnson and Johnson. At CNI, he concluded a ~\$21M deal with IDEC Pharmaceuticals and negotiated CNI's \$85M merger with

PharmaSciences, Inc. Dr. Rice has published over 75 peer reviewed manuscripts and over 25 patents.

**Kay Ball, RN, MSN, CNOR, FAAN**, Consultant for Nursing Operations. Mrs. Ball is one of America's best known and respected contemporary nurses. She has served as president of several national nursing associations during the past decade, including the largest nursing organization, the Association of Operating Room Nurses (AORN). Her knowledge of all aspects of nursing, health care administration and patient education were recognized with her appointment to the White House healthcare reform activities in 1994 as the Director of Nursing Affairs. Mrs. Ball has published numerous articles in medical and nursing journals and has been the recipient of numerous industry educational grants. Mrs. Ball currently serves on the editorial board of 5 nursing journal and is the Editor-in-Chief of the widely circulated journal *Today's Surgical Nurse*. She also serves as a consultant to several major device manufactures, including Steris, Inc., and Bard, Inc.

**Ron Tolliver**, Consulting CFO. Over 24 years experience in telecommunications and Internet industries including positions as President & CEO for iTELSA, Inc. a provider of international prepaid and long distance services; Chief Financial Officer of SportsLine USA, Inc., a sports media Internet company; Chief Financial Officer of Intermedia Communications, Inc., a competitive local exchange carrier. Held various management positions with Sprint Corporation. Extensive experience with emerging growth companies, managing public and private financing transactions and mergers and acquisitions.

Mr. Tolliver managed two initial public offerings for companies whose market value grew from \$300 million to over \$2.2 billion. Managed the financing of public and private capital of over \$700 million. Directed mergers and acquisitions that resulted in revenue run rate growth of approximately \$100 million. Provided national leadership in the effort to pass pro competitive legislation at federal and state levels resulting in multi billion dollar growth in the competitive telecommunicatins industry.

**Lynn Gourley Allen, RN, MS**, CRO Consultant. Senior Director of Business Development, has been involved in the conduct of clinical trials since 1978. Prior to joining PharmaNet, Ms. Allen was Director of Business Development for IBAH (1.5 yrs). At IBAH, Ms. Allen negotiated the largest single contract awarded to IBAH (\$20 million) and the highest contract award rate in the group of 8 Business Development Associates. Prior to joining IBAH, Ms Allen was Director of Clinical Operations (4 yrs) for a start-up Biopharmaceutical company (Cell Therapeutics, Inc.) which is developing novel cancer therapies. Prior experience in clinical trials included 8.5 years at BESSELAAR Associates where she assumed increasing responsibility for the management of large contracts in cardiovascular, gastrointestinal and infectious disease indications, 3.5 years at Janssen Pharmaceuticals as a Sr. CRA responsible for international development of a cardiovascular product, and 3.5 years at the Medical University of South Carolina Department of Pharmacology as a Research Assistant in Clinical Pharmacology.

Ms. Allen obtained her Bachelors in Nursing and Master of Science in Pharmacology from the University of Oregon Health Sciences Center.

## **Editorial Board for YourDoctor.com**

For YourDoctor.com to achieve the respect of practicing physicians so that referral of their patients to the website becomes natural, we must have true leaders in multiple medical fields and specialties as active participants in our content. This will be accomplished through the use of eleven editors who report directly to the Company chief medical officer or his assistant. In turn, multiple associate editors (and contributors) will be reporting to the editors (see editorial board flow chart). Since its conception, YourDoctor.com has been successful in recruiting and employing the talents of a number of extremely well known and respected clinicians, researchers, and practicing physicians.

The following is a list of editors and associate editors currently committed to YourDoctor.com:

**Douglas Reintgen, M.D. (Oncology)**  
Professor of Surgery  
Director of Cutaneous Oncology  
Moffitt Cancer Center  
University of South Florida  
Tampa, Florida

**H. Jack Baskin, M.D.**  
Professor of Internal Medicine & Endocrinology  
University of Florida School of Medicine  
President, Am Assoc of Clinical Endocrinology  
Orlando, Florida

**E. Christopher Ellison, M.D.**  
Professor of Surgery  
Chief of Staff, Ohio State Univ. Medical Center  
Chief of the Division of General Surgery  
Columbus, Ohio

**John Kirkwood, MD. (Medicinal Oncology)**  
Professor and Chairman for Clinical Research  
Department of Medicine  
Director, Medical Oncology/Hematology  
University of Pittsburgh Cancer Institute  
Pittsburgh, Pennsylvania

**H. Merick Ross, M.D.**  
Professor of Surgery  
Director of Surgical Oncology  
MD Anderson Cancer Center  
Houston, Texas

**James Grendell, M.D. (G.I. Inflammation)**  
Professor of Medicine and Gastroenterology  
Director of Gastroenterology  
Cornell University Medical Center  
New York, New York.

**Armando Giuliano, M.D.**  
Professor of Surgery  
Director of Surgical Oncology  
UCLA School of Medicine  
John Wayne Cancer Center  
Los Angeles, California

**Suzanne Klimberg M.D. (Breast Surgery)**  
Associate Professor of Surgery  
Director, Comprehensive Breast Cancer Center  
Director, Woman's Health Center  
University of Arkansas  
Little Rock, Arkansas

**David A. Byrd M.D.**  
Professor of Surgery  
Director of Surgical Oncology  
University of Washington School of Medicine  
Seattle, Washington

**Charles Cox M.D.**  
Professor of Surgery  
Director, Comprehensive Breast Cancer Program  
Moffitt Cancer Center  
University of South Florida  
Tampa, Florida

**Howard A. Zaren, M.D.**  
Professor of Surgery and Radiology  
Director of the Breast Cancer Center  
University of Pittsburgh  
Pittsburgh, Pennsylvania

**Peter Angelos, M.D., Ph.D.**  
Associate Professor of Surgery  
Director of Endocrinology & Endocrine Surgery  
Northwestern University Medical Center  
Chicago, Illinois.

Professor of Surgery  
Director of General Surgery  
Johns Hopkins University  
Baltimore, Maryland.

**Julie Freischlag, M.D. (Vascular Surgery)**  
Professor of Surgery  
Director of Vascular Surgery  
UCLA Medical Center  
Los Angeles, California.

**Richard Lockey, M.D., Ph.D.**  
Professor of Immunology and Medicine  
Director of Allergy and Immunology  
University of South Florida  
Tampa, Florida.

**Allan Levey MD, PhD.**  
Professor of Medicine and Neurology  
Director of Clinical Neurology  
Emory University School of Medicine  
Atlanta, Georgia.

**Anthony Albanese, M.D.**  
Associate Professor of Medicine  
Director of Addiction Medicine  
University of Miami  
Miami, Florida.

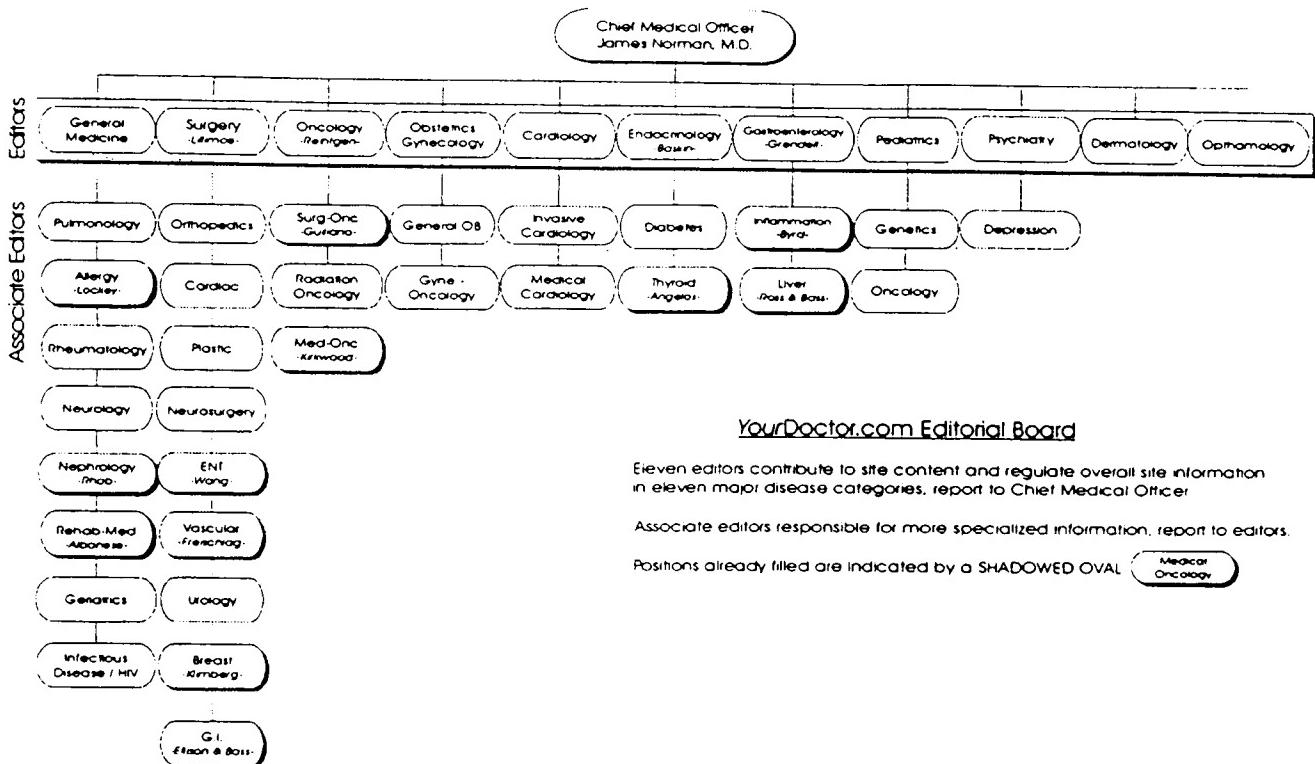
Professor of Surgery  
Director of Woman's Health  
University of Maryland,  
Baltimore, Maryland.

**Carol Vandenacker, M.D. (Rehab. Medicine)**  
Associate Professor of Rehabilitation Medicine  
Director of Rehab Medicine  
University of Miami  
Miami, Florida.

**Mahib Rahb, M.D.**  
Associate Professor of Medicine  
Assistant Director of Nephrology  
Mayo Clinic  
Rochester, Minnesota

**John Marshall, M.D.**  
Professor of Surgery and Critical Care  
Director of Critical Care  
University of Toronto  
Toronto, Ontario, Canada.

**S. Eva Singletary, M.D.**  
Professor of Surgery  
Chief, Surgical Breast Section  
University of Texas  
MD Anderson Cancer Center  
Houston, Tx.



## **8. Use of Proceeds**

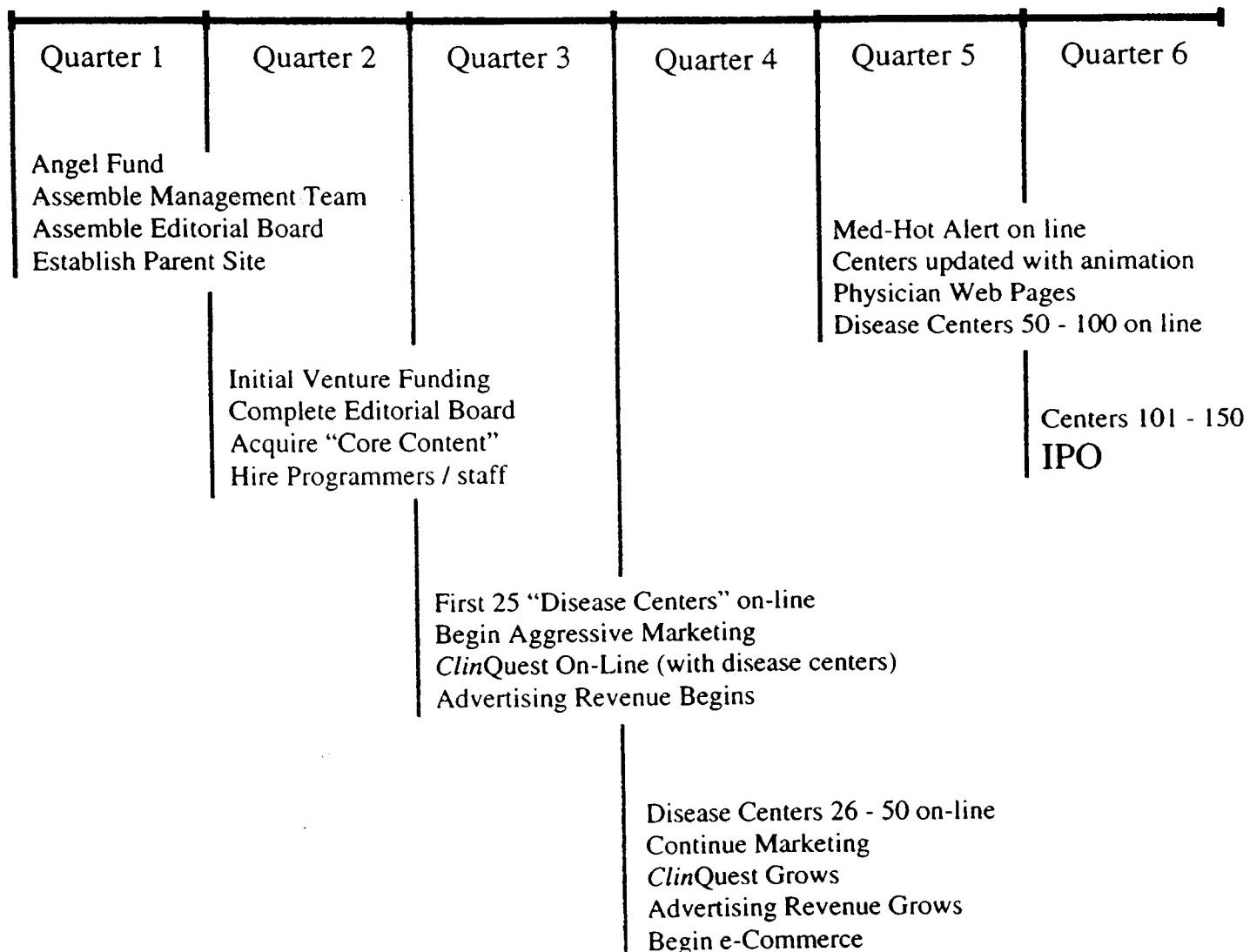
The Company intends to use the proceeds of this financing to carry out the following simply articulated tactics:

1. Build site content as rapidly as possible to drive traffic / build brand.
2. Acquire broad-based core content for all diseases Q1.
3. Roll out 25 disease centers by end of Q2.
4. Additional 25 disease centers on line every 3-4 months.
5. Use editorial board, unbiased and superior content to develop trust of doctors.
6. Build revenue modules focused on five distinct sources: (a) advertising choice of drug or treatment option, (b) site sponsorship, (c) doctor/hospital referrals, (d) patient access to clinical trials, and (E) e-sales of products.

## Time Line of Key Events

Jan. 1999

Jul 2000



*YourDoctor, Inc.*